

D/OBI

2 August 1965

Ch/CD/BI

CIA Planning Staff

1. In weighing the question, should CIA have a centralized Planning Staff, one must first consider the advantages and disadvantages accruing to the Office of Basic Intelligence, as well as the Agency. In many respects a central planning component, if properly circumscribed and controlled, could be a tremendous asset to the efficient operation and implementation of Agency Objectives. Many areas of duplication, political jockeying for position, and just plain inefficiency would be subjected to constant review, with earlier corrective action initiated, than under the present set-up. Some of the many advantages which could result from the setting up of a Planning Staff can be listed as follows:

a. Assumptions: The Staff would be small, attached to the DCI as a Staff function and limited in power. It should be so structured as to preclude future escalation into an over-organized, over-staffed, prying organization. It should not take over any responsibilities of existing Directorates except as the Directors should be required to work with the Staff in implementing long-term and DCI initiated directives.

b. Advantages:

(1) A Planning Staff on the highest level could formulate, control and provide guidance so that the Agency as a whole implements its statutory responsibilities.

(2) It could provide the DCI with expert guidance in managing a large complex organization.

(3) It could give central, and I would hope, careful direction to all components in the preparation of reports associated with planning and management problems.

(4) If effective, it would be a better instrument for control of manpower and the expenditure of funds.

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SUBJECT: CIA Planning Staff

(5) It would free the DCI for more effective use of his time in the realms of coordination and policy.

(6) I would hope that a Planning Staff would be so organized as to control or prevent duplication of effort, find and eliminate unessential activities and generally direct the efforts of the Agency into constructive, worthwhile channels.

(7) It could supply advice and guidance when needed.

(8) A Planning Staff by its influence over organization and objectives would provide a continuity not in evidence now when there is a change of administration.

c. Disadvantages:

(1) An improperly organized Planning Staff can be a disruptive tool of management, therefore, a danger to existing organizations.

(2) Another layer in top management, if it is not divorced from the "line".

(3) A certain and recognizable loss of freedom of action by components.

(4) Escalation in staffing and authority could lead to undue interference with production.

2. In summary I would favor a limited, tightly controlled Planning Staff set-up with clearly stated objectives and responsibilities. Centralized planning, if not disruptive, is highly desirable, but there is a decided danger in over - or too much - planning.

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